

# Designing and explaining the strategic entrepreneurship model in the field of urban e-governance: a mixed approach

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## Abstract

The aim of the present study is to design and explain a strategic entrepreneurship model in the field of urban e-governance: a mixed approach. The present study is fundamental-applicable in terms of its purpose, and mixed (qualitative-quantitative) in terms of its implementation method. The statistical population of the qualitative section includes 14 experts, entrepreneurs in the field of information technology and urban management, selected using the snowball method. The statistical population of the quantitative section includes 384 entrepreneurs in the field of information technology and urban management, selected using the convenience sampling method. Data collection in the qualitative section was carried out through semi-structured interviews and in the quantitative section through a questionnaire. The data analysis in the qualitative section was carried out using the grounded theory method, and in the quantitative section, PLS. The results of the research in the qualitative section show that 164 initial codes were placed in 22 categories. Also, the development of strategic entrepreneurship in e-governance requires simultaneous attention to the components of the three business, national, and international levels. The business and national level components act as a basis and facilitator for the international components. Specifically, the creation of hardware and software infrastructures at the national level and attention to macroeconomic stability strengthens the competitive advantage at the international level. The results obtained from the structural equation model show that the coefficient of all hypotheses is higher than 0.3. The t-statistic is also higher than 1.96. The significance level of the hypotheses is also lower than 0.50. Therefore, all relationships are confirmed.

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## **Extended Abstract**

### **Introduction**

Access to the information needed for decision-making, further control and monitoring of the organization and processes, the possibility of analyzing conditions and analyzing in planning and simulating decisions can be significant effects of the presence of information technology in the organization (Stone et al., 2020). With increasing environmental uncertainty, rapid changes, and new global challenges, one of the effective solutions to adapt to continuous developments and to get ahead of competitors is to move towards strategic entrepreneurship, because the environment facing today's societies is constantly changing, and it is entrepreneurs who provide a model for coping with and adapting to these changing and dynamic conditions, and employees are also considered an important element in the work and entrepreneurship process (Khajuei Nasab Karani, 2018). Strategic entrepreneurship is a concept that integrates entrepreneurial actions and strategic management principles within organizations (Bashir & Vij, 2023). Along with the importance of strategic entrepreneurship, one cannot ignore the changes in the field of information and the introduction of electronic approaches into society. Of course, it should be considered that today, electronic governance is not only considered a threat, but also a strategic driver for businesses. However, it should be noted that in today's dynamic and competitive world, the benefits of this strategic driver in achieving organizational goals and increasing entrepreneurship can be used when organizations, instead of just using information technology, also pay due attention to the governance and improvement of information technology services and change their approach towards an optimal entrepreneurial process (Akhavan Agh Ghale & Eskanderpour, 2020). In general, e-governance in the modern era maximizes the value of information technology, because it affects management in the field of information and provides a stable and secure platform for various innovative approaches. As a result, it can be seen that e-governance helps maintain competitive advantage by improving the level of strategic entrepreneurship (Elazhary et al, 2022). Therefore, we are looking for an answer to the question: how is the strategic entrepreneurship model in the field of mixed-approach urban e-governance designed and explained?

### **Theoretical Framework**

#### **Entrepreneurship**

Entrepreneurship involves creativity and innovation, risk-taking and planning; a process in which raw ideas are managed in a way that leads to economic consequences. Entrepreneurship is also a type of employment that, through a dynamic, energetic, passionate and enthusiastic process, presents, creates and implements new ideas and creative solutions (Abdelkarim, 2019).

#### **Strategic Entrepreneurship**

Strategic entrepreneurship is an application program for developing a new project within an organization that is based on exploiting new opportunities and creating economic value. Strategic entrepreneurship can be defined as a continuous organizational readiness to explore new competitive fields and identify capabilities to exploit them. The main contribution of the field of strategic entrepreneurship in organizations is to increase awareness and understanding of the role of entrepreneurship in mutual organizations, which aims to revitalize these organizations and their organizational performance. Strategic entrepreneurship can be identified through a set of characteristics, namely: exploiting existing knowledge as the basis for social and economic progress (Sajedi & Kazemi, 2024).

## E-Governance

E-Governance is a way for governments to use information technology and other new technologies to facilitate individuals to access government information and services, improve their quality, and provide broad opportunities for participation in democratic processes and symbols (Soong et al, 2020).

Chabak et al. (2025) studied the development of a model for e-government governance with an approach to facilitating and developing digital businesses in Iran. The findings showed that the dimensions of smart digital management and policymaking, technological infrastructure and interoperability, digital services and common business development platforms, human resource empowerment and innovative organizational culture, supportive legal and regulatory frameworks, stakeholder participation and interaction, and continuous evaluation and improvement have a significant impact on e-government governance with an approach to developing digital businesses. All model fit indices indicated a favorable fit of the conceptual model with the empirical data. The research results indicate the need to redefine the role of the government from a service provider to a facilitator and platform builder. To achieve efficient digital governance, it is essential to pay attention to smart policymaking, develop open and secure infrastructure, institutionalize an innovative culture, support laws, and structured stakeholder participation. This model can be a guide for policymakers to improve the digital ecosystem and facilitate the growth of technological businesses in the country.

Shirani & Ayneh (2025) examined the future city, integrated urban governance, and presented an entrepreneurial city model in Iran. The findings have led to the presentation of a conceptual model of the future entrepreneurial city with five main components: 1) data-driven participatory governance; 2) technological and social infrastructure; 3) flexible policymaking; 4) innovative urban economy; and 5) human capital empowerment. The proposed model is designed based on Iran's indigenous capacities and institutional challenges and can be proposed as a policy-friendly model for empowering Iranian cities in the era of digital transformation and complex crises.

## Research Methodology

The present study is fundamental-applicable in terms of purpose, and mixed (qualitative-quantitative) in terms of implementation method. The statistical population of the qualitative section includes 14 experts, entrepreneurs in the field of information technology and urban management, selected using the snowball method. The statistical population of the quantitative section includes 384 entrepreneurs in the field of information technology and urban management, selected using the convenience sampling method. Data collection in the qualitative section was carried out through semi-structured interviews and in the quantitative section through a questionnaire.

## Research findings

The data analysis method was used in the qualitative section, and PLS in the quantitative section. The results of the research in the qualitative section show that 164 initial codes were placed in 22 categories. Also, the development of strategic entrepreneurship in e-governance requires simultaneous attention to the components of the three levels of business, national, and international. Business and national level components act as a grounding and facilitator for international components. Specifically, creating hardware and software infrastructure at the national level and paying attention to macroeconomic stability strengthens competitive advantage at the international level. The results obtained from the structural equation model show that the coefficient of all hypotheses is higher than 0.3. Also, the t-statistic is higher

than 1.96. The significance level of the hypotheses is also lower than 0.50. Therefore, all relationships are confirmed.

### **Conclusion**

The present study was conducted with the aim of designing and explaining a model of strategic entrepreneurship in the field of urban e-governance using a mixed approach. The findings of this study are consistent with the research of Chabak et al. (2025), Shirani & Ayneh (2025), Parvin et al. (2024), Rajabpour et al. (2023), Xin et al. (2023), and Oana-Ramona et al. (2021). Parvin et al. (2024) showed that capacity building to establish the right to access information, increase regulation, discipline urban management mechanisms, strengthen internal platforms for networking and securing information in line with urban smartness can be implemented through the implementation of a good digital governance model.

Considering the results obtained, the following suggestion is made:

Policymakers and planners should consider many factors for the development of strategic entrepreneurship. Factors such as the creation of infrastructure and superstructures of companies and organizations are of great importance and provide a platform for the growth of entrepreneurship. Therefore, it is recommended to provide the necessary conditions in this regard.